



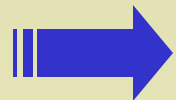
Establishing Effective



GPRA Compliant Goals



Agenda



I. Overview of GPRA

II. How to Write GPRA Compliant Performance Goals

III. What Happens to My Performance Goals?

IV. Summary / Q & A



Government Performance and Results Act

- **Government Performance and Results Act**

⇒ **Public Law 103-62**

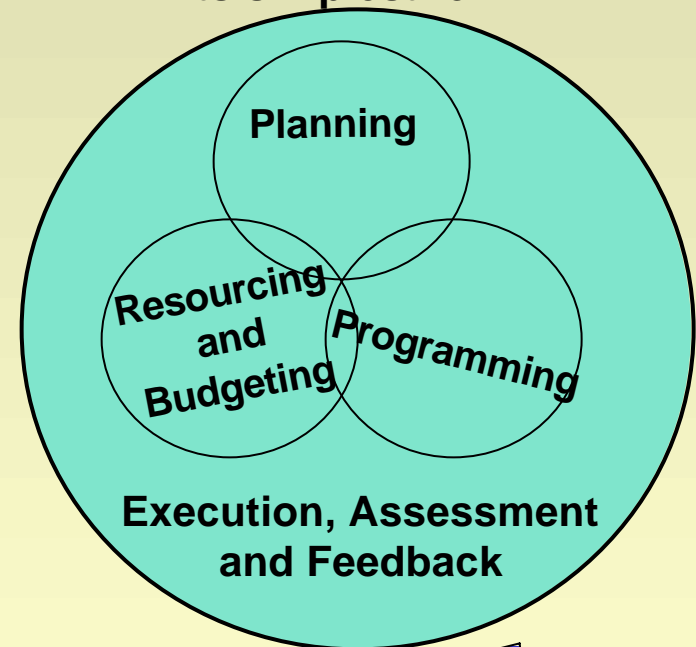
⇒ **Enacted August 1993**

⇒ **Establish 5-year Strategic Plan**

⇒ **Set annual Performance Goals**

⇒ **Report Performance annually**

**Integrated Management System (IMS)
in its simplest form**



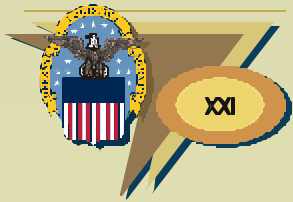
GPRA



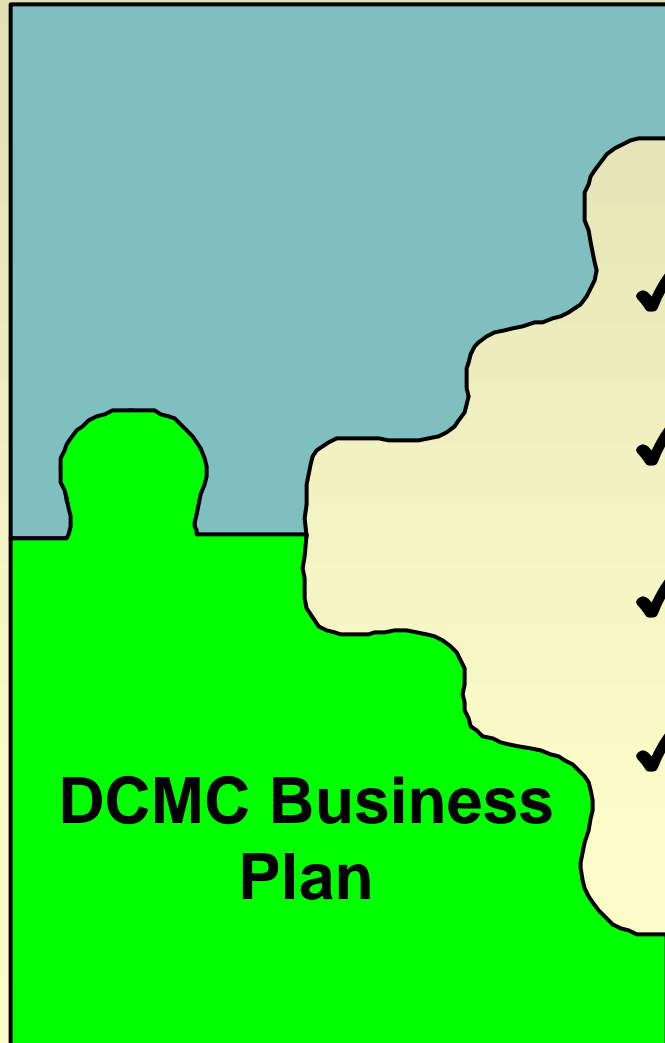
GPRA Puzzle

**DLA Strategic
Plan**

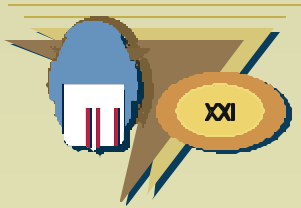
- ✓ **Mission, Vision, Values**
- ✓ **Strategic Goals/Objectives**
- ✓ **Metrics**
- ✓ **Core Competencies/Capabilities**
- ✓ **Employees' Implementation Roles**



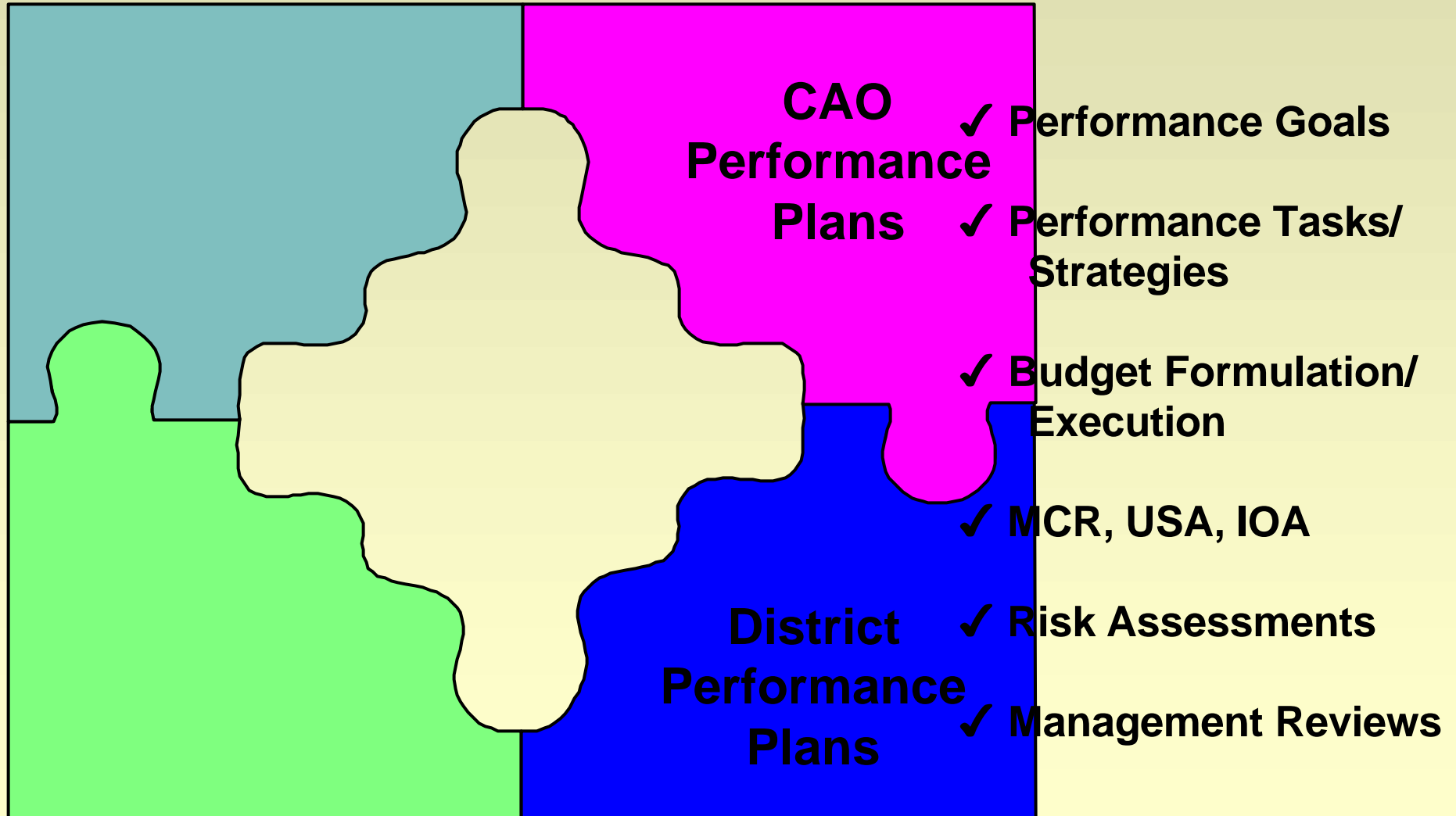
GPRA Puzzle

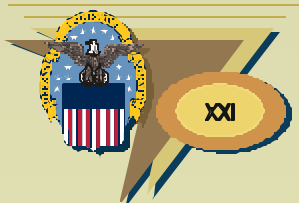


- ✓ Mission, Vision, Values
- ✓ DCMC Long-Range Plan
- ✓ **DCMC Performance Plan**
- ✓ DCMC Budget Formulation Guidance



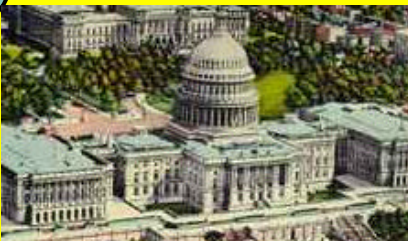
GPRA Puzzle





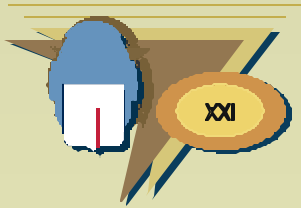
GPRA Puzzle

**Annual
Performance**



Report

- ✓ Evaluation of Program Performance
- ✓ Assessment of Actual Performance
- ✓ Analysis of Progress
- ✓ Summary of Findings



GPRA Compliance Review

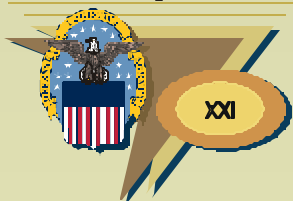
- What: External review of FY 99 DCMC Business Plan by experts in planning/GPRA outside DCMC.
- How: Independent evaluations using scoring process developed by GAO for formal Federal agency reviews.
- Why: To establish a baseline from which to measure future improvements in plan and process.
- Results in a nut shell:
 - Overall compliance with GPRA is good.
 - Opportunities for biggest improvements seem to be at the performance goal level.



GPRA Compliance Review

Global Strengths

- Obvious coordination with field activities in plan development.
- Well written narratives.
- Strategies for performance goals are good.
- Strong links to data requirements in performance plan.
- Overall structure makes sense.



GPRA Compliance Review

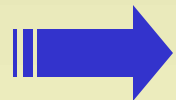
Global Improvement Opportunities

- Performance goals tend to be output related rather than outcome related.
- Too much “TBD” in plan - “message to field could be continuous postponement of accountability.”
- Need more customer input on performance goals - should work for mutual performance goals.
- “Investment goals” don’t fit in well - should be renamed or placed elsewhere in plan (moved to separate section in FY 00 Plan).
- The “Rights” are nebulous - need to be explained.



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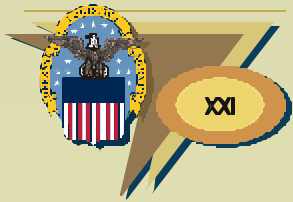
A person in a blue leotard is performing a handstand on a blue horizontal bar. The background is a blurred indoor setting with a wooden floor and some equipment.

Stretch Goals

Clear Expectations

Negotiate Lower Levels

← "No one is set up for failure" →



Bottom Line...

- DCMC faced with broad challenges.
 - Doing less with less:
 - Focus on priorities
 - Implement Systematic Plans
- **Your challenge: Constructing performance goals that drive the behavior and the outcome the organization seeks in support of its customer and stakeholder requirements/priorities.**



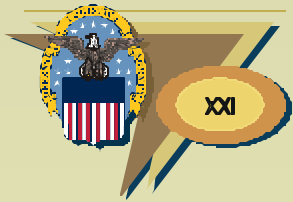
DCMC Headquarters Roles

Executive Leadership Role

- Establish the strategic position of the organization understand customer/stakeholder requirements.
- Develop cause and effect relationship among objectives, performance goals/strategies, and processes.
- Identify risk and feasibility issues.
- Provide resources.
- Eliminate implementation barriers.
- Assess effectiveness and efficiency.
- Maintain, improve, or abandon performance goal.

Performance Goal Owner Role

- Develop performance goal that supports the strategic objective set forth by the EC.
- Prove/disprove the cause and effect relationship among performance goals and objectives.
- Establish baseline.
- Analyze data to determine process capability as well as progress toward the desired outcome.
- Recommend maintain, improve, or abandon.



Linking the Strategic Elements

Increase the % of conforming items compared to the end of year FY 99 rolling average result

Increase on-time deliveries by 5 percentage points

Reduce the number of outstanding delinquencies

Increase number of delay notices issued against delinquent schedules by 5% improvement against baseline for 4th quarter FY 99

Reduce % contracts that exceed cost/schedule goals by more than 10% over FY 99 baseline

Reduce Class I ECP cycle time by 5% from FY 99 average

Respond to customer by suspense date of the CPSS request 95% of the time

Provide the
Right Item
at the Right
Time for the
Right Price

Deliver
Great
Customer
Service



Linking the Strategic Elements

Do customers care about it? How do you know?

Do stakeholders care about it? How do you know?

Would customers say it is essential to their business?

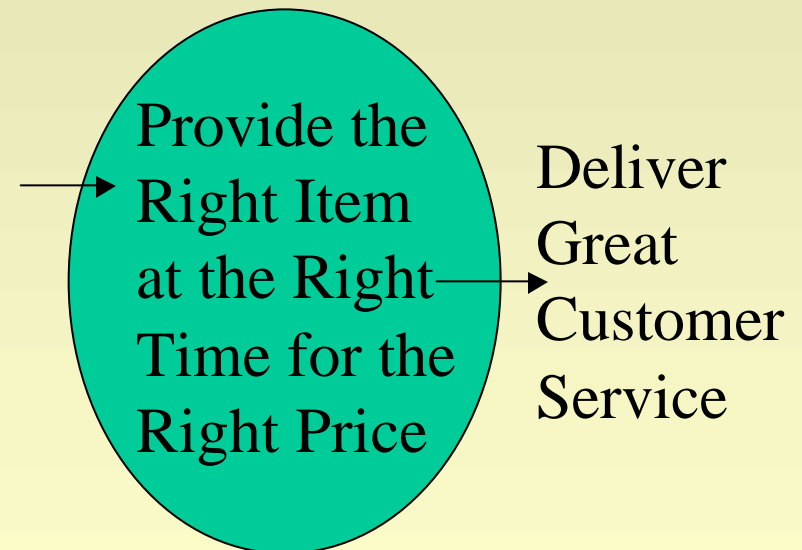
What may happen if it doesn't get any better?

Could it get worse? At what cost?

If it gets worse, what are some likely implications?

Can DCMC contribute to making it better? Would DCMC's contribution be relatively insignificant?

The Objective





Linking the Strategic Elements

Increase the % of conforming items compared to the end of year FY 99 rolling average result

Increase on-time deliveries by 5 percentage points

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Increase number of delay notices issued against delinquent schedules by 5% improvement against baseline for 4th quarter FY 99

Reduce % contracts that exceed cost/schedule goals by more than 10% over FY 99 baseline

Reduce Class I ECP cycle time by 5% from FY 99 average

Respond to customer by suspense date of the CPSS request 95% of the time

The Performance Goals

Do all these contribute to achieving the objective?

Are we missing an important strategy to achieve the objective?

Is there consensus that these are the strategies we believe will impact the objective?

If not, what strategies are needed?



Performance Goal

- Must have a presumed/assumed relationship to the objective in order to contribute toward achieving the objective.
- Must be results focused, not just activity.
- Must be measurable, having both a baseline and a target performance level identified.
- Explore relationships of your performance goal to the other performance goals supporting the objective.



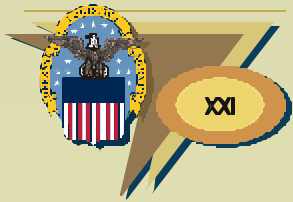
Performance Measure (Indicator)

- A particular value or characteristic used to measure outcome or output.
- A standard that is used to measure whether the performance goal is being accomplished.
- Performance indicators may include measures of input, output, outcome, efficiency, and effectiveness.



Characteristics of a Good Measure

- Relevant to mission, goals, and objectives.
- Developed with customer input.
- Cost-effective to obtain.
- Verifiable (“countable”).
- Durable, using consistent data.
- Easy to interpret.
- Pass the “important / useful / relevant” test.



Types of Measures

- **Input**
- **Output**
- **Efficiency**

The ones with which we are most familiar and comfortable

The ones most desired by GPRA

• **Outcome** - A description of the intended result, effect, or consequence that will occur from carrying out a program or activity.

• **Effectiveness** - Measures outcomes against standards of time, quality, or quantity. Also includes:

✓ Customer Satisfaction:

→ customer satisfaction survey results

→ complaint rates



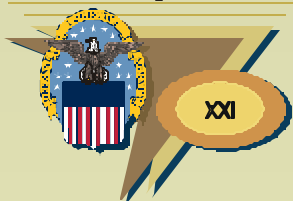
Crafting Performance Goals to Support Decision Making

- ✓ **Results:** Must start here! What result or outcome do we want to achieve?
- ✓ **Plan:** What's our strategy for achieving the result or outcome?
- ✓ **Measures:** What will tell us how we are progressing toward the planned result?
- ✓ **Data:** Is it readily available, easy to access, easy to collect, cost effective to obtain? Or feasible and cost effective to develop?
- ✓ **Analysis:** How the data is used. Is the qualitative and quantitative analysis of the data defined?



Tool for Developing Performance Goals & Performance Plan Template

- Completing the blocks on the following chart will ensure you have answered all the requirements for:
 - ✓ GPRA compliant performance goals
 - ✓ Performance goals that the CAO can plan, resource, and measure
- The tool starts with desired outcome/result and walks through the steps of: result, plan, measure, data, analysis.
- Each block feeds sections in the Performance Plan template.



Tool for Developing Performance Goals

PLANNED OUTCOME/RESULT:

START HERE! Evaluate the objective, determine what action will drive the organization toward the objective ... brainstorm.. Examine relationships between a proposed performance goal and the objective.

Clearly Define Desired Result

1

STRATEGY: WHY, WHO, AND HOW?

Description of how the Command plans to approach achieving the outcome/result. In addition to the Command strategy (How/Who), this section should explain:

a)Why we are doing this? b) What is expected of the CAOs?

2

RESOURCES REQUIRED: What do you need to do the job? What do the Districts and CAOs need to do the job? How much will it cost to... achieve the result? To measure progress? To gather the data? To analyze the data? Identify PLAS code and One Book chapter.

Consider: Data, People, Type of Work Group, Materials, Time, Systems

3

Projected Milestones/Planned Actions:

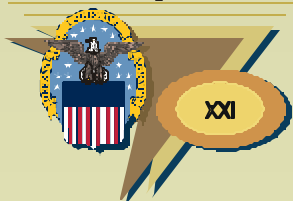
WHEN, WHAT, HOW MUCH, AND HOW WELL?

Identify the baseline performance and the target level performance. List (by quarter) the specific actions that you will take throughout the year to accomplish the performance goal. **Includes: define the performance metric, identify the data source for metric, and the metric number in the guidebook.** For baseline and target performance *be specific and be quantitative* - link to the process performance and outcome measures for evidence. Describe any barriers, helpful tools, lessons learned, and any specific expectations/milestones required of the Districts/CAOs.

DOCUMENTATION: What work products validate, support, or result from our efforts? *An IG, IOA team, or USA Scoring Panel will not just "take your word for it," they will want to see some evidence. The metric, reports, or milestone results.*

HOW WILL YOU KNOW WHEN THE ACTION IS COMPLETE? *Due Date, Final Product, Customer Acceptance, Performance Level Achieved/ Maintained, etc.*

4



Performance Plan Template

- ✓ This provides the CAOs the information needed to plan, resource, and measure their contribution to the DCMC goal and objective.
- ✓ The clearer the definition these elements in the template, the better chance to achieve the desired result throughout the organization.
- ✓ The template must be complete, and data sources available to the field, before deploying a new performance goal.

Template for the Performance Plan Defined (from Tool Block #):

Performance Goal (1) – a target level of performance expressed as a tangible, measurable objective, against which actual achievement can be compared, including a goal expressed as a quantitative standard, value, or rate.

Performance Goal Indicator - Metrics Guidebook Number/Computation (4) – the particular value or characteristic used to measure outcome or output, to include the computation of the metric and the number assigned to the metric in the DCMC Metrics Guidebook.

Baseline Performance Level (4) – the performance number or value that was attained in the previous year. (For budget formulation purposes, this will have to be a projection of a number or value to be attained.)

PowerPlay Cube Name/Other Source of Data (4) – the name of the PowerPlay Cube in which the data for this goal is derived. (If the data is not in a PowerPlay Cube, the source of data, e.g., log, report, etc.)

PLAS Process/Program Code(s) (3) – the PLAS process and/or program code or codes that encompass the activities described in the strategy and milestone schedule for the goal.

One Book Chapter Number (3) – the numbers of the chapters in the One Book (DCMC Process Manual) in which the goal is addressed.

Office of Primary Responsibility (OPR) (2) – the HQ process owner (office symbol) or executive agent with overall responsibility for the goal.

Office of Supporting Responsibility (OSR) (2) – the HQ offices, Districts, and/or CAOs with a support role in implementing/executing the goal.

Target Completion Date (4) – the date at which the goal will be achieved.

Strategy (1) – the description of: (1) why the goal was established, (2) what is the Command's strategy (a synopsis of the discrete activities that will be accomplished at the HQ level to facilitate goal achievement), and (3) what is expected of field activities (any assumptions or direction to lower level implementing organizations for them to accurately describe their own implementation activities and budget requirements).



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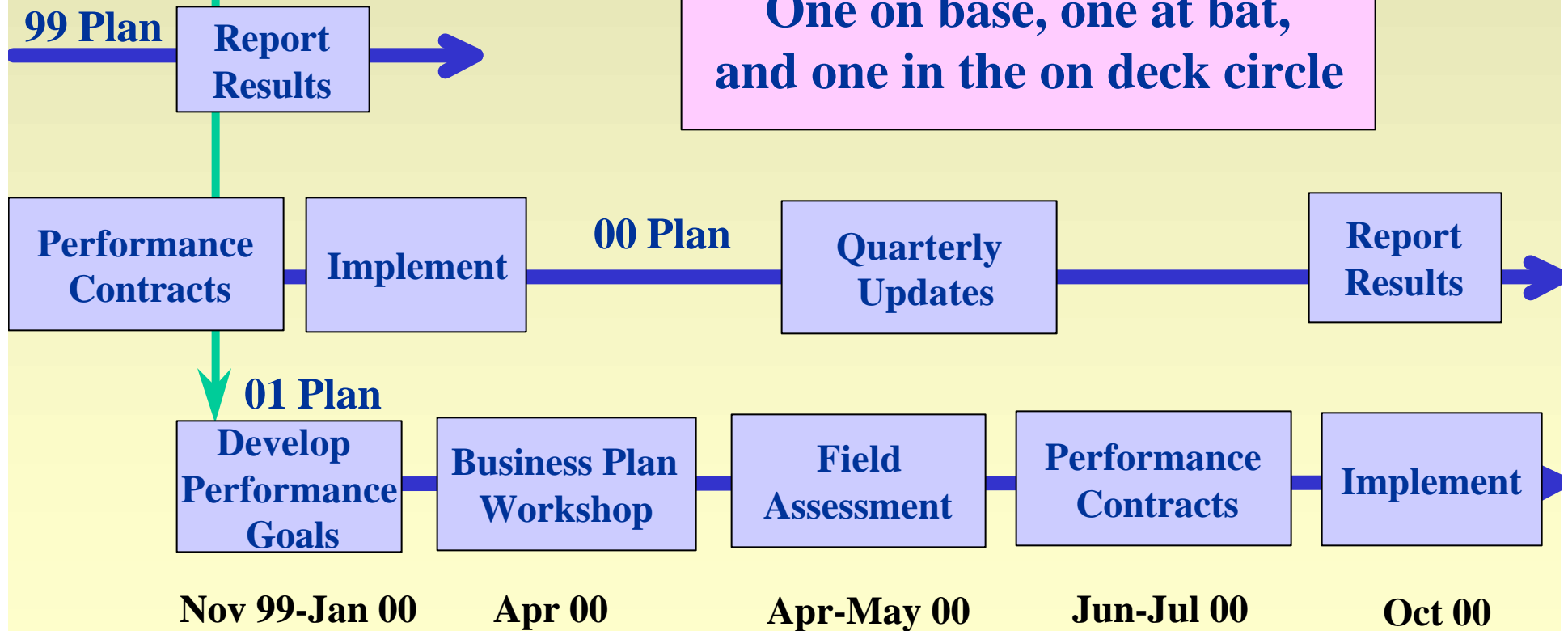


The Planning Cycle

*You are
here*

A continuing process

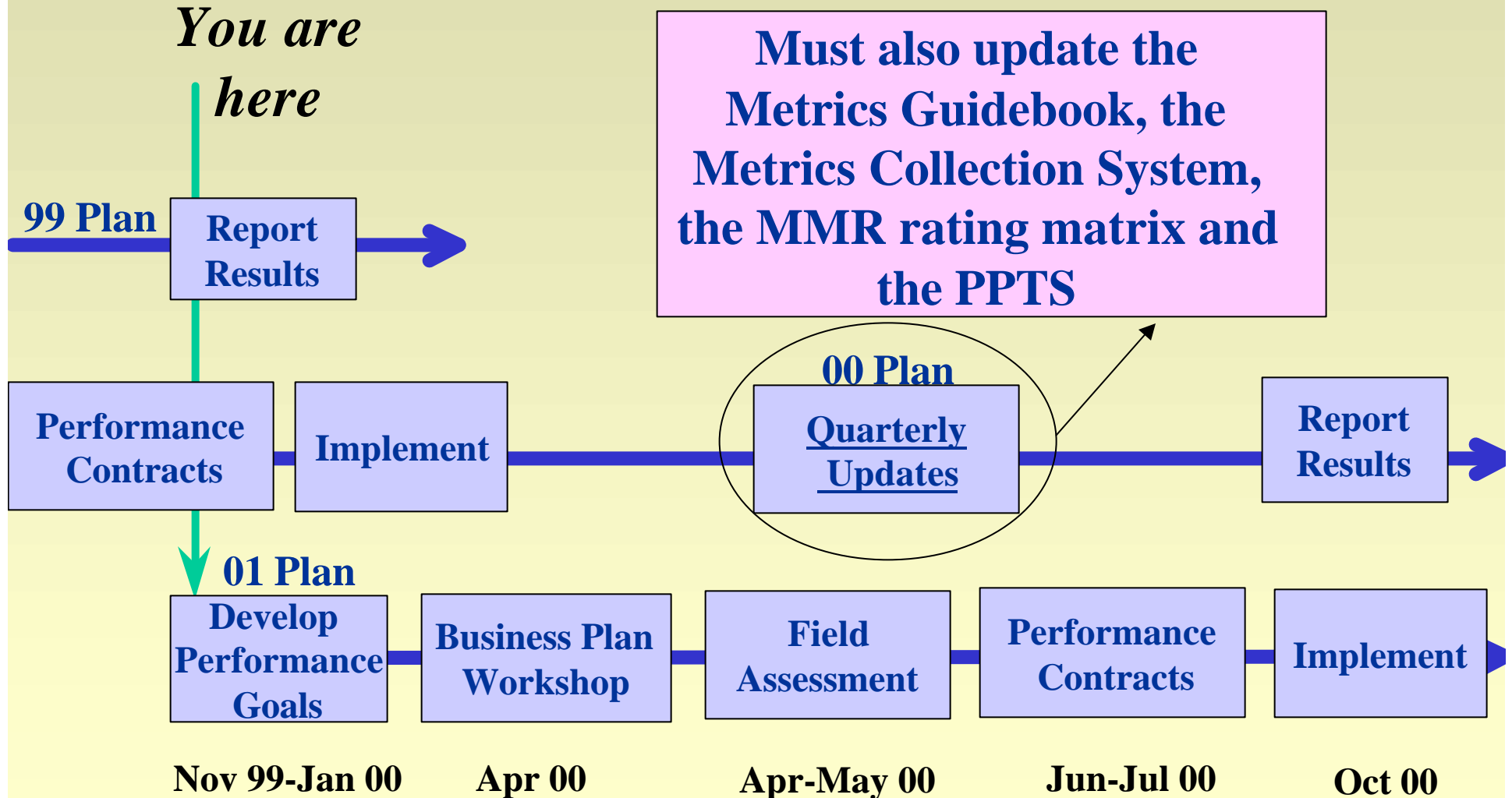
**One on base, one at bat,
and one in the on deck circle**

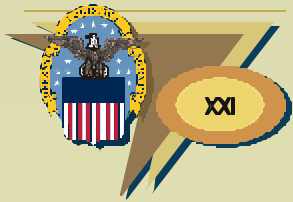




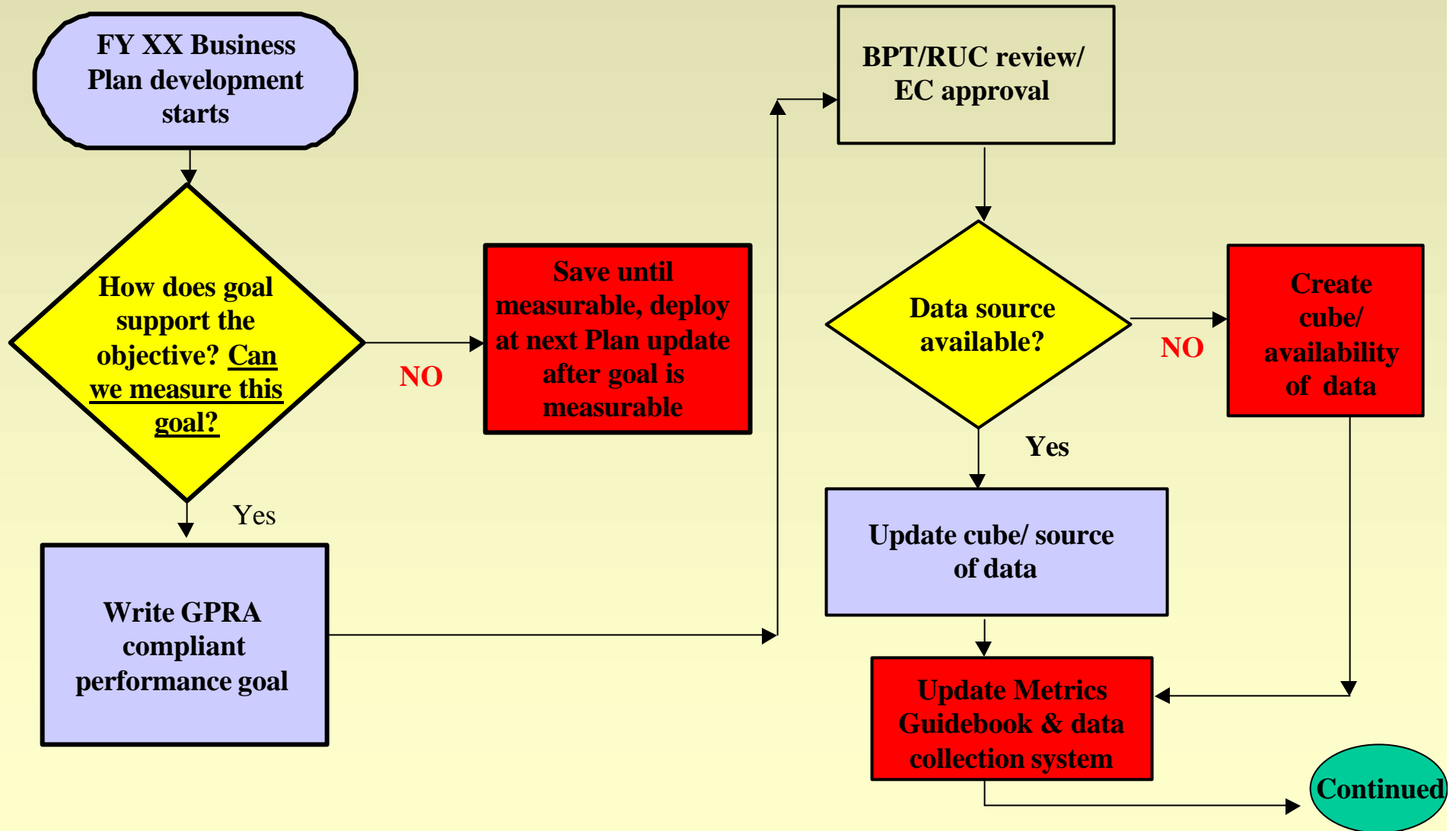
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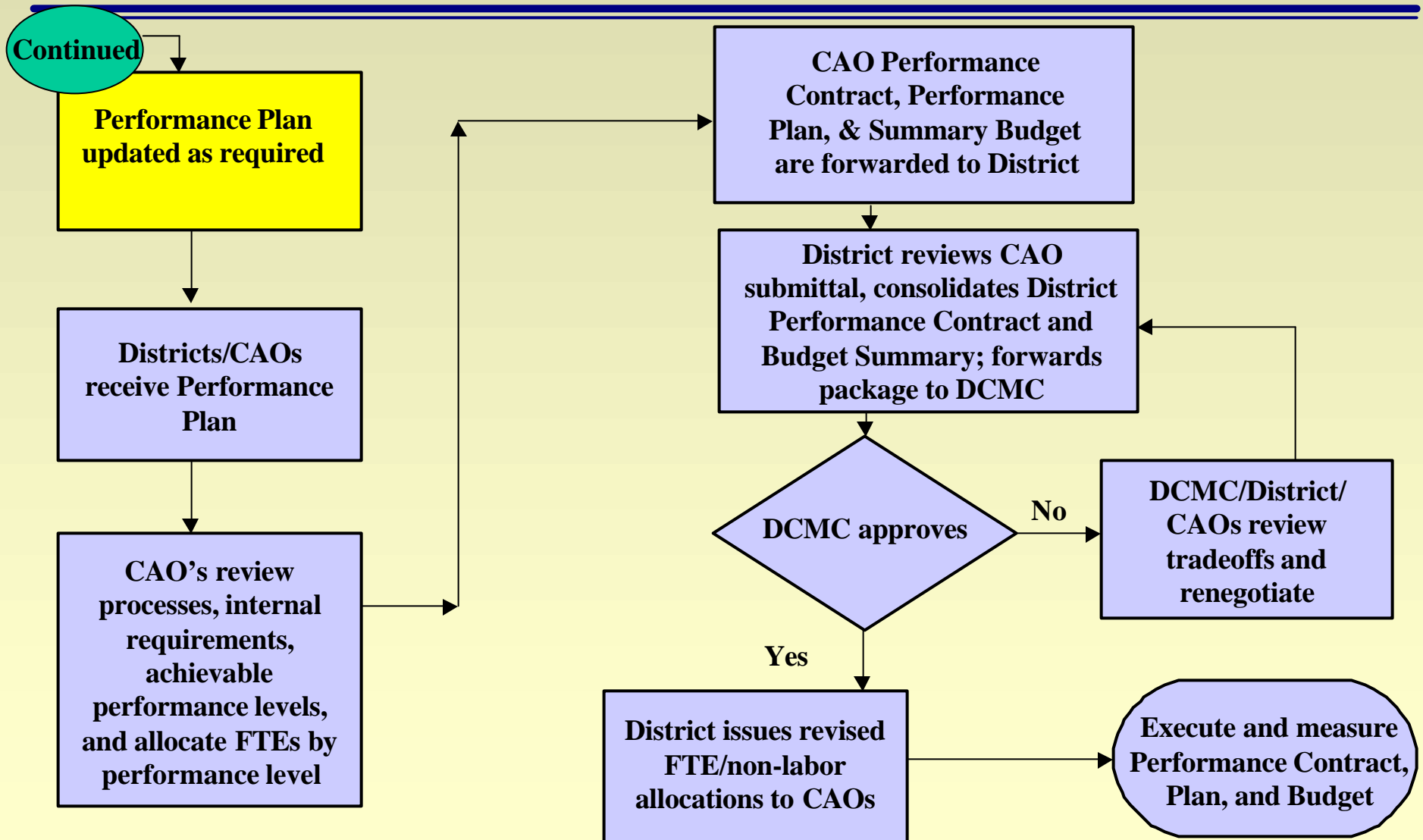


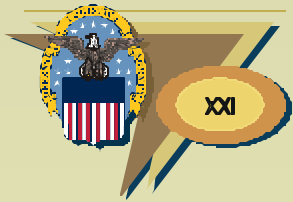
What happens to my performance goal?





What happens to my performance goal?





Impacts of not following the process

- **Incomplete deployment of EC strategic priorities.**
 - not getting the information you expect nor the results you want.
 - confusion at team level.
- **Management teams at CAO/District must meet to review changes and make appropriate trade off decisions to renegotiate the performance contract.**
 - time and resource implications.
- **“Breach” of contract.**
- **Unilateral constructive change.**



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Summary

- Your involvement is vital.
- Be a proponent and advocate of tangible, measurable, and quantifiable target levels of performance.
- Take a hard look at desired results and translate into “outcome oriented” performance goals.



Summary

- Don't ask us to measure what you can't.
- Don't ask us to measure what you won't use.
- Know your baseline measure “where we are starting from.”
- Drive the right behavior by balancing volume and timeliness measures with quality and accuracy measures.

